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## Integration Partner Integration & Leadership Executive Achievement Report (Deliverable 126.1.1f) July 2003

### **Executive Summary**

Integration Partner supports FSA's leadership and the actions required to drive the development of integration projects and initiatives. This report summarizes Integration Partner's activities for the month of July that support the development of integration projects and initiatives.

Major accomplishments for the month of July include the continued efforts with FSA's Business Integration Group (BIG) to develop an overall Target State Vision for FSA. Integration Partner continues to support, facilitate, and provide input to the ongoing vision development process and is currently working with the BIG to outline next steps, which include:

- ✓ Analysis of target state data architecture options as they relate to the Enterprise
- ✓ Communication of the initial visioning results to FSA's Management Council
- ✓ Definition of the process and roadmap necessary to reach a Target State Vision

Progress and recent accomplishments by the BIG relating to the FSA visioning process are detailed in the Participation in FSA Business Integration Group section of the report (page 4).

Detailed in the Integration Issues & Gaps section of the report (page 7) are identified concerns and/or gaps around major integration initiatives within the Integration Partner program where management level attention or progress is needed. In summary, these issues and/or gaps relate to the following topic:

- ✓ A decision is needed to determine whether Financial Partners (and their corresponding IPM related business functions) are included in the IPM solution. Alternatively, Financial Partner systems can leverage IPM shared infrastructure (i.e. workflow management tools), but not be fully integrated into the single IPM solution.
- ✓ The need to ensure the business requirements of both the ED PIN Reengineering and Enrollment & Access Management projects are analyzed in tandem to ensure consistent deployment with the correct COTS products and alignment with one security architecture framework.

Task orders continue to be awarded and/or modified, which enable us to contribute to the achievement of FSA's overall integration goals.

### **Leadership**

#### Support & Direction Setting

Integration Partner senior leadership provides FSA leadership and the project managers, business architects, and technical architects on the Integration Partner program with the key leadership oversight, enterprise focus, and strategic direction to fulfill the goals of FSA's integration program.

Integration Partner senior leadership has been working with FSA leadership via weekly client meetings to address the following topics:

- ✓ Task order status
  - Task order awards and/or modifications for the month of July included the following:
    - TO 79, Portal Rollout Strategy (modification)
    - TO 120, Security & Privacy Support (modification)
    - TO 126, Integration & Leadership (modification)
    - TO 127, Case Management (modification)
    - TO 132, Contract & Financial Management (modification)
    - TO 133, FMS Operations (modification)
- ✓ Key delivery issues specific to major integration initiatives.
- ✓ Integration Partner continues to work closely with FSA to improve the contract task order approval process.
  - Integration Partner continues to meet with FSA senior leadership regarding the final CRM4FSA invoice. The Office of Inspector General audit report is expected by end of August.
  - Integration Partner continues to discuss with FSA senior leadership the eServicing task order and changing environment.
- ✓ Integration Partner continues to discuss with FSA alternative price structures in relation to results and value delivered.
- ✓ Integration Partner continues to discuss with FSA the role of Integration Partner as it relates to Accenture's Blanket Purchase Agreement and current and future work efforts.

Integration Partner senior leadership continues to provide leadership direction and oversight relating to the following:

- ✓ Continued alignment of and input to integration working groups in order to achieve FSA strategic objectives, improve communication links between projects and ensure focus.
- ✓ Continued guidance and direction to Integration Partner teams to ensure overall program goals are achieved.
- ✓ Continued guidance and input to Integration Partner's efforts to define enterprise data architecture options as they relate to FSA's overall Target State Vision.
- ✓ Continued input to FSA's Business Integration Group.

## **Integration**

### Integration Progress

The following synopsis outlines progress towards major initiatives within the Integration Partner program, including Application & Delivery, Enterprise Data Strategy, Integrated Partner Management, and Common Services for Borrowers.

#### **Application & Delivery**

- ✓ Common Origination & Disbursement (COD) Releases 2.1 and 2.2 development efforts continue. These releases will continue to build upon the existing COD solution that provides FSA with a core, single integrated solution to manage aid originations and

disbursements. COD requirements for the 2004-2005 annual cycle, Release 3.0, have been approved by FSA. The Release 3.0 Functional Design Document is under development.

- ✓ The ED PIN Re-Engineering Analysis team has completed the Business Requirements & Standards for the re-engineered ED PIN system. The team is currently analyzing technical architecture aspects and continues to be integrated with other relevant enterprise initiatives including Data Strategy (Enrollment & Access Management, Standard Student Identification Method (SSIM), Web Services, Technical Strategies) and Security Architecture.
- ✓ The Integration Partner team supported FSA in its briefing of the ED PIN Re-Engineering Analysis efforts to the FSA Business Integration Group on July 15. This briefing allowed communication of the effort to date, goals of the project and enabled feedback at the enterprise level for Business Requirements & Standards.
- ✓ Integration Partner continued to support FSA in their demonstration of Students Portal Release 2 to the Office of Management and Budget (OMB), Management Council, Office of Public Affairs (OPA), and the White House Domestic Policy Council (DPC).
- ✓ Indus was selected as the new Operating Partner for the Students and Financial Partners Portals. Transition activities were kicked off in July.
- ✓ Began efforts to implement Akamai for the Students Portal, in order to handle increased traffic expected with publicity around the Release 2 functionality. Additionally, Integration Partner continued to address issues with OMB regarding Privacy documentation, functionality questions, and the Exhibit 300.

### **CSB**

- ✓ Integration Partner's CSB SOO post-solicitation support was completed in June. There was no Integration Partner activity for the month of July.

### **Enterprise Data Strategy**

- ✓ Integration Partner supported FSA in their briefings to Management Council, OFCO and FSA's BIG on current Data Strategy work efforts. Integration Partner also participated in the NASFAA focus groups related to Data Strategy (Data Quality and SSIM).
- ✓ The following Data Strategy deliverables were submitted to FSA for the month of July:
  - Internal Data Exchange Strategy
  - XML ISIR Performance Test & SAIG Capacity Plan
  - Final XML ISIR Schema
  - Data Quality Mad Dog Report
- ✓ In coordination with the FSA BIG visioning process and artifacts produced to date, Integration Partner will begin efforts to document the To-Be Data Flows.
- ✓ Continued efforts on the SSIM Implementation Strategy.
- ✓ Continued efforts on the Technical Strategies internal data and web strategies. Drafts for both the Portals and Web Services Options were completed, and working sessions with FSA on Internal Data Visioning were conducted.
- ✓ Continued efforts to document the RID High-Level Design.

- ✓ Continued efforts on Enrollment & Access Management, and security workflow.

### **Integrated Partner Management (IPM)**

- ✓ Integration partner continues to support shaping the IPM solution. Through client sessions and individual meetings, Integration Partner has worked collaboratively with FSA to transform loosely defined business objectives into a consolidated IPM business solution. Key IPM components include trading partner enrollment, eligibility management and oversight, audit management, user access management, aggregated and integrated business views and reporting services.
- ✓ The Case Management Analysis continues as scheduled. Version 2 of the Analysis began at the end of June and will continue through mid August. Version 2 will include the CMO target state business processes and descriptions of the target state technology enablers for a reengineered eCMO. The results of ongoing collaborative target state client sessions will be used as input to the deliverable. Additionally, requirements sessions related to non-CMO requirements have been conducted.

### Participation in FSA Business Integration Group (BIG)

The Integration Partner provides business, technical and integration support to FSA's BIG. Integration Partner supports BIG discussions, supports FSA in their efforts to define and shape the target state of FSA's enterprise integration vision, ensures alignment of the business and technical architecture, helps to identify major integration dependencies, risks and issues and charts the major integration and operations timelines.

Accomplishments have included involvement in key integration discussions and visioning sessions, continued management of project dependencies, integration risks and related timelines among FSA's various integration projects and initiatives and general BIG administration.

Integration Partner continues to support the BIG in its efforts to define FSA's Target State Vision. During the month of July, BIG continued its visioning efforts by aligning business functions to business capability areas (refer to the attached FSA Business Integration Group Business Functions View v6.ppt). Sessions have been planned to begin analyzing enterprise data architecture options, as they relate to current Data Strategy efforts. Together, FSA's BIG and Data Strategy teams continue to drive what FSA's future end state/business architecture will look like, what FSA wants to achieve and what strategies need to be recommended for implementation. The timing of these sessions is key, as the outcomes will help inform the current Data Strategy efforts, as well as FSA's enterprise planning efforts (sequencing, procurement, etc.). The work products resulting from the visioning sessions will provide FSA Management Council with an integration vision and roadmap.

Key integration discussions and decisions for the month of July included:

- ✓ Data Strategy: XML Framework/Vision, SAIG Capacity Analysis, Access/Enrollment Management
  - Progress to date for the major Data Strategy projects was discussed.

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- ✓ ED PIN Reengineering Analysis
    - Progress for the ED PIN Reengineering Analysis project was reviewed. There are no performance issues with the project.
    - There is a need for the ED PIN to be established as an enterprise shared asset. The re-engineering effort will recommend an enterprise vision for using the ED PIN as a shared service, ensure scalability, robustness, security and integrity for the future, as well as establish standards for use across the enterprise.
    - The ED PIN Reengineering Analysis is integrated with other enterprise initiatives including Security Architecture Framework and Access & Enrollment Management.
    - A 70% rate of borrowers using electronic services exists (approx. 30M users); the infrastructure will need to support over 100M users by 2009.
    - Key findings were presented:
      1. FAAs issued ED PINs. There are approximately 20,000 ED PINs issued to FAAs. The registration process for FAAs relies on a trusted relationship with the Electronic Data Exchange Delegated Point Administrators. These ED PIN records are not subjected to any 3<sup>rd</sup> party verification with SSA. Since ED PIN records (a) never expire, (b) are issued to individuals, (c) do not maintain any 'role' information and (d) form the basis of electronic signature at FSA, the lack of SSA verification presents opportunities for fraud.
      2. Customer Accounts. Currently the ED PIN system does not require 'systems' to register use of the ED PIN for authentication of users. As a result, there is no capability for management reports relative to system use.
      3. No formal communication process. At present, there is no formal process for regular communication with client systems.
      4. Duplicative ED PIN records. There are approximately 6 million records without ED PINs and approximately 1.2 million records that are duplicative.
      5. There are no audit or history log capabilities within the ED PIN system.
      6. The ED PIN can be accessed via the Standard API, a web service option or a stored procedure call. There is considerable industry and federal progress towards development of authentication standards. Options for accessing the ED PIN repository should be limited (for control) and standard (ease of maintenance).
      7. The current ED PIN processes span multiple infrastructure platforms that include web and mainframe for both in-house and outsourced functions.
  - ✓ Security Architecture Framework
    - Results of the Security and Privacy Architecture task order were reviewed.
    - Objectives of the effort are as follows:
      1. Improve FSA security and privacy controls to protect FSA systems and information:
        - Confidentiality
        - Integrity
        - Availability
        - Accountability
      2. Simplify security design and deployment:

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- Speed development of systems
  - Capture successful and proven security solutions
  - Promote structured, systematic and repeatable security controls
  - Increase consistency of security across FSA systems
  - 3. Identify security functions that can be deployed as security services.
    - Decrease cost, effort and risk associated with the development of security functions
    - Define technical services, components and standards that will simplify compliance with regulatory requirements
  - The proposed Security & Privacy Architecture Vision was reviewed.
  - Next steps include communicating the Security & Privacy Architecture Vision, work with the business units to define requirements for security architecture services, select and define FSA security functions that can be deployed as services, develop standards to support the Security & Privacy Architecture Vision and create security architecture standards for outsourced services.
  - ✓ Students Channel Front End Business Integration (FEBI)
    - The FEBI initiative was introduced.
    - Outcomes of the effort were reviewed: Identification of like functions and opportunities for streamlining and cost reductions across customer service, aid awareness and applications processing; Efficient operations that supports the needs of the business, and the end-to-end business process; Alignment of products and services across the front-end of the Student's lifecycle; Integrated customer service response systems.
    - The FSA core team is currently defining initiative goals and objectives. The core team plans to begin extensive market research in the beginning in FY04 to better understand the best approach for this task and research previous industry successes and solutions.
    - The Students Channel is seeking a Clear definition of requirements that support the target vision; Risk mitigated by continuing operations of a mission-critical application through a sole source extension for CPS; Adequate time for market research; New solutions and/or partners (including small business as appropriate) to accomplish an end-to-end, streamlined business process; Adequate resources to support front-end integration; "New think" on student centric service delivery.
    - The FEBI timeline was reviewed. The FEBI SOO is expected to be released in January 2004, with the expectation that an award will be made in September 2004. The contractor will transition with the current operator from September 2004 through the completion of the 2005-2006 development cycle.

#### Integration Risk Tracking

FSA's BIG has identified and documented integration risks among the key integration initiatives. Risks captured in May by the BIG have been re-evaluated and prioritized. Risks will continue to be monitored and escalated to Management Council as needed. Refer to the attached Risk Tracking 08012003 v9.xls for the updated risk tracking spreadsheet.

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### Integrated Sequencing Plan

Sequencing plans for key integration initiatives must also be managed at the program level. Integration Partner maintains the program schedule (Integrated Master Schedule) which tracks task order begin and end dates, major milestones and future projects. Refer to the attached document, Integrated Master Schedule (as of July 31, 2003).

Integration Partner also maintains FSA's draft Integrated FSA Sequencing Plan views, which help to inform planning of investment initiatives by providing a consolidated view of constraints and an integrated view of timelines and dependencies across major integration initiatives.

### Integration Issues & Gaps

- ✓ An enterprise decision is required to determine whether Financial Partners (and their corresponding IPM related business functions) are included in the IPM solution. Alternatively, Financial Partner systems can leverage IPM shared infrastructure (i.e. workflow management tools), but not be fully integrated into the single IPM solution.

Integration Partner is actively addressing the issue above with FSA and has recommended additional analysis to determine the requirements for a consolidated Integrated Partner Management solution. Analysis of joint requirements will determine whether it makes sense to combine a solution into a single initiative or have separate solutions which each leverage shared services (e.g. workflow, enrollment, etc).

- ✓ The ED PIN Reengineering project is specifically focused at students, borrowers and parents. The Enrollment & Access Management project is specifically focused at trading partners and excludes borrowers. The two efforts should be integrated with a common framework; otherwise the potential exists for two separate solutions. Integration Partner has supported the development of an enterprise security architecture framework. The business requirements of both security-based projects must be analyzed in tandem to (1) ensure they are consistently deployed with the correct COTS projects, and (2) ensure they are deployed in a manner consistent with one security architecture framework.

### Integration Efforts Planned for August 2003

The Integration Partner will focus on further developing the following integration areas: Application & Delivery, Data Strategy and Integrated Partner Management.

#### **Application & Delivery**

- ✓ The development of COD Releases 2.1 and 2.2 will continue to move forward, with implementation to begin once testing activities have concluded. The Release 3.0 Functional Design Document will be completed and delivered to the client for review.
- ✓ Integration Partner will continue its efforts on the ED PIN Technical Architecture Upgrade Analysis efforts.
- ✓ Integration partner will support FSA in the ED PIN Reengineering Analysis briefings to FSA's BIG on August 28.

- ✓ Integration Partner will continue to support FSA in efforts to resolve OMB issues related to the Students Portal Release 2. Other activities will include continued efforts to implement Akamai functionality for the Students Portal, as well as continued transition of the Students and Financial Partner Portals to the new operating partner, Indus.
- ✓ Plans are in place for Secretary Paige and President Bush to demo the Students Portal during the President's 'Back to School' event. Preparation for this event will begin in August.

**Enterprise Data Strategy**

- ✓ The following efforts are planned for the month of August:
  - Delivery of the Web Usage (Portals) Strategy, Web Services Strategy, XML Core Component Dictionaries, Community XML Technical Architecture Support.
  - In coordination with the FSA BIG visioning process and artifacts produced to date, Integration Partner will continue efforts to document the To-Be Data Flows.
  - Continue efforts on the SSIM Implementation Strategy.
  - Continue efforts to document the RID High-Level Design.
  - Continue efforts on Enrollment & Access Management, and security workflow.
- ✓ Integration Partner will support FSA in the Data Strategy briefings to FSA's BIG, OMB, Management Council and Software Developer's Conference focus groups.

**Integrated Partner Management**

- ✓ eCMO efforts for the month of August will include continued efforts to define the Case Management Analysis Version 2, which includes the CMO target state business processes and descriptions of the target state technology enablers for a reengineered eCMO.
- ✓ Integration Partner will support FSA team in the eCMO briefing FSA's BIG on August 5.

Integration Partner will participate in the following tentatively scheduled FSA BIG discussions for the month of August:

- ✓ 8/5: eCMO
- ✓ 8/12: Data Strategy: RID, Data Quality-Mad Dog Report, Technical Strategies
- ✓ 8/19: VDC Operations, BIG FY04 Planning
- ✓ 8/21: EAI-ITA
- ✓ 8/26: Data Strategy: SSIM Implementation
- ✓ 8/28: ED PIN Reengineering, CSB SOO & Procurement Process

Integration Partner will continue to provide support to FSA as they continue to shape their strategic vision.